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MARRIOTT INN BERKELEY

AFFIRMATIVE ACTION PLAN

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January 7, 1983

File No. 9966.9

Mr. Forrest A. Craven
Acting Deputy City Manager
City of Berkeley
2180 Milvia Street
Berkeley, California 94704

COUNCILMEMBER GILDA FELLER
Civic Center Building
2180 Milvia Street
Berkeley, Calif. 94704

COPY

Dear Mr. Craven:

Enclosed for your information is a copy of the Affirmative Action Plan submitted by Boykin-Berkeley, Inc. to Mr. Sylvester Brooks in connection with the proposed Berkeley-Marriott Inn expansion. The plan, of course, is subject to negotiation and modification after the City staff has had a chance to review it, so it should not be taken as final.

I think it is worthy to note, however, that total minority employment at the Inn currently substantially exceeds the guidelines set forth in the City's proposed affirmative action lease provisions, and that minority employment exceeds 33% in every one of the eight job categories set forth in the plan.

Yours truly,

EARL D. OSBORN

EDO:esr

Enc.

cc: Wesley Hester, w/enc.
Barbara Lashley, w/enc.
John Denton, w/enc.
James Sweeney, w/enc.
Gilda Feller, w/enc.
Andrea Washburn, w/enc.
Veronika Fukson, w/enc.
Leo Bach, w/enc.
Gus Newport, Mayor
Charles Triebel
Natalie West
Sylvester Brooks
Charles Roberts
William Bryant
William Boykin

COUNCILMEMBER GILDA FELLER
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Berkeley, Calif. 94704

MARRIOTT INN BERKELEY

AFFIRMATIVE ACTION PLAN

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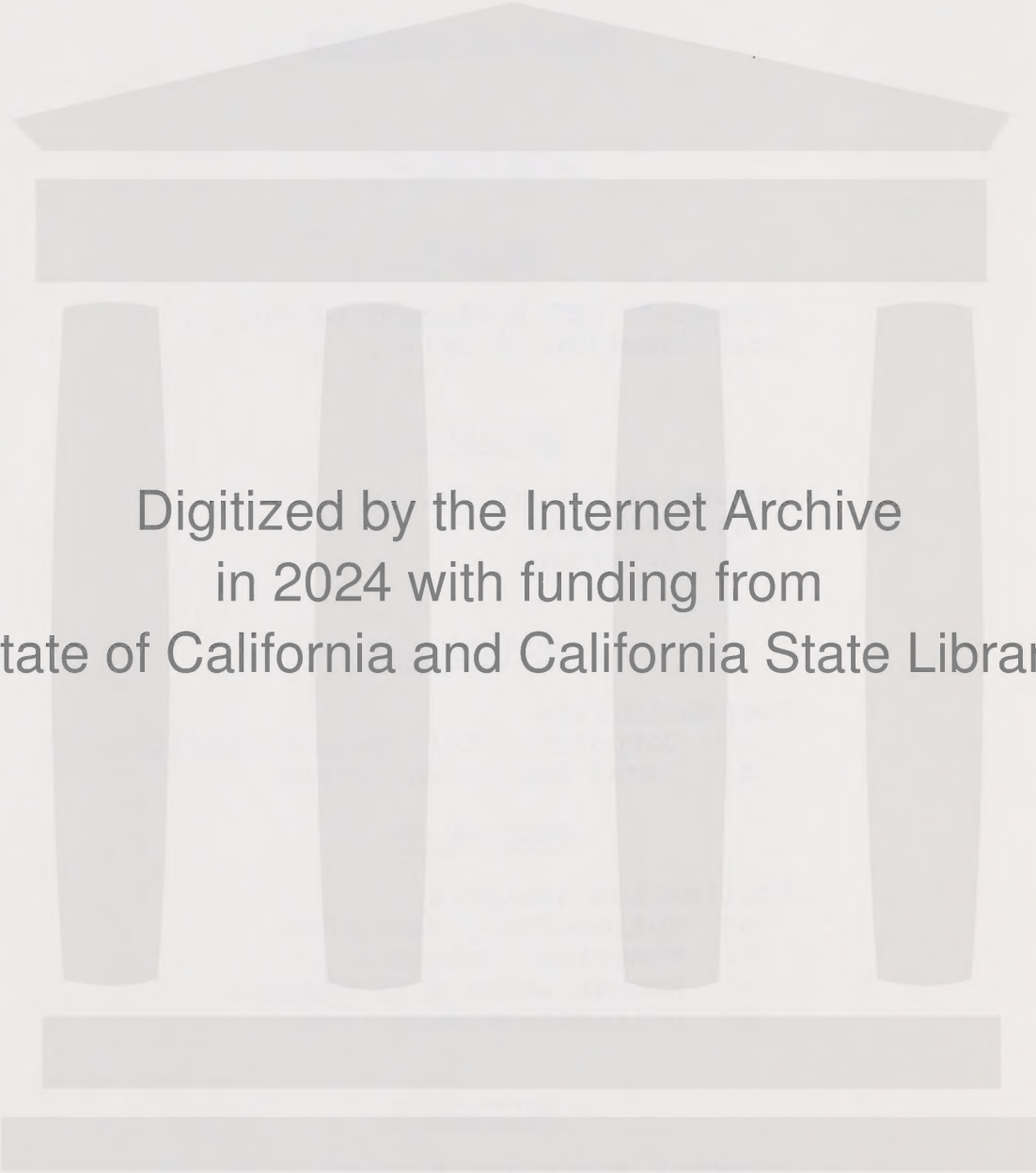
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INTRODUCTION

It is the purpose of this Affirmative Action Program to provide (a) a method whereby any underutilization of minority groups and/or women in our workforce may be identified and (b) a detailed, results-oriented set of procedures which, when carried out, results in full compliance with fair employment laws and the full utilization of minorities, women, the handicapped, and other protected group members throughout the workforce.

Our continuing objectives are:

1. To attain, within a reasonable period of time, a workforce which is reflective of the composition of qualified men, women, and minorities found in the labor market.
2. To maintain a positive program of recruitment and hiring of qualified handicapped individuals and Vietnam era veterans.
3. To maintain a management force which understands and applied the concepts embodied in our Guarantee of Fair Treatment.

THEORY

The first part of the theory is the definition of the function $f(x)$ and the function $F(x)$. The function $f(x)$ is defined as the function which is continuous at x and has a unique tangent at x . The function $F(x)$ is defined as the function which is continuous at x and has a unique tangent at x .

THEORY

The second part of the theory is the definition of the function $f(x)$ and the function $F(x)$. The function $f(x)$ is defined as the function which is continuous at x and has a unique tangent at x . The function $F(x)$ is defined as the function which is continuous at x and has a unique tangent at x .

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BOYKIN BERKELEY INC.

DBA MARRIOTT INN BERKELEY

EQUAL EMPLOYMENT OPPORTUNITY

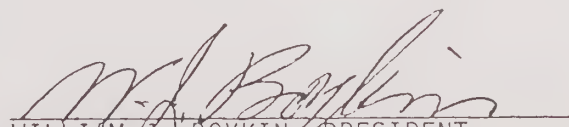
AFFIRMATIVE ACTION PROGRAM

STATEMENT OF POLICY

Boykin Berkeley, Inc., DBA Marriott Inn Berkeley, is and always has been an Equal Employment Opportunity Employer. Company decisions regarding employment are designed to impose only valid requirements for promotions and ensure equal employment opportunity in all other aspects of employment.

While the employment philosophy of Boykin Berkeley, Inc., stresses the need to employ and promote the best qualified person to do a particular job, it provides for equal employment opportunity WITHOUT REGARD TO RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN, AGE, HANDICAP OR VETERAN STATUS, in connection with, but not limited to, Hiring, Placement, Upgrading, Transfer or Promotion, Recruiting, Advertising or Solicitation, Compensation, Selection for Training including Layoff or Termination, Participation in Social and Recreational Functions, and Use of Employee Facilities. Periodic analysis of all personnel actions will be conducted to ensure equal employment opportunity. Breach of this policy by any employee will be grounds for disciplinary action.

To reaffirm and supplement the longstanding and continuing commitment of Boykin Berkeley, Inc., to equal employment opportunity, a specific Affirmative Action Program sets forth the action being taken, and to be taken, by officials and employees of the Company to meet its legal and moral responsibilities concerning equal employment opportunities. Though the Corporate Director of Personnel is primarily responsible for implementing and monitoring the Affirmative Action Program, equal employment opportunity is a function and responsibility of all employees. Boykin Berkeley, Inc., has resolved and pledged to promote this Affirmative Action Program in all of its operations.


WILLIAM J. BOYKIN, PRESIDENT
BOYKIN BERKELEY, INC.

REAFFIRMATION OF POLICY

It is the continuing policy of the Marriott Inn Berkeley to afford equal employment to qualified individuals regardless of race, color, religion, sex, age, or national origin, and to conform to applicable laws and regulations. This policy of equal opportunity comprehends all aspects of the employment relationship, including hiring, promotion, transfer, layoff, recall from layoff, company-sponsored training, benefits, and social and recreation programs.

The responsibility for implementation of this plan of equal opportunity and affirmative action rests with the General Manager of the Marriott Inn Berkeley.

SECTION II

POLICY DISSEMINATION

INTERNAL

- (A) An official statement of Policy on Equal Employment Opportunity and Affirmative Action is included in the Corporate Policy Manual. Specific references to non-discriminatory practices are also found in other sections of these Policy Manuals dealing with various personnel practices.
- (B) A copy of Marriott Inn's Guarantee of Fair Treatment has been incorporated as a part of the policy manual.
- (C) The Marriott Inn Berkeley displays EEO policy statements in both English and Spanish on employee bulletin boards to ensure that every employee and applicant is aware of it.
- (D) Personnel Policy, including Equal Opportunity and the Guarantee of Fair Treatment are discussed during employee orientation and management training seminars.
- (E) The Division Equal Opportunity policy statement is posted on company bulletin boards.
- (F) The Marriott Inn Berkeley in-house publications feature articles covering promotions, new hires, and other news items of the Marriott Inn Berkeley employees, including minorities, women, and handicapped employees.

EXTERNAL

External dissemination will include, but not be limited to the following measures.

- (A) All property purchase orders, leases, and contracts incorporate the Equal Opportunity clause as defined in Executive Order 11246 as amended and its implementing regulations.
- (B) Community leaders, minority and women's organizations, secondary schools and colleges and other sources of applicants will be notified of our nondiscrimination policy verbally and in writing when contacts are made and requested to actively recruit and refer candidates for all listed positions.

- (C) All recruiting sources will be periodically informed, verbally and in writing, of our EEO policy and will be put on notice that our continued use of their services is dependant upon their referring applicants on a non-discriminatory basis at all job levels.
- (D) All employment advertising whether in newspapers, recruiting brochures, or other publications, includes the phrase, "An Equal Opportunity Employer - M/F/H"
- (E) When employees are pictured in company publications or advertisements both minority and non-minority men and women will be shown.
- (F) Notices will be posted on bulletin boards stating that the Marriott Inn Berkeley has an Affirmative Action Plan and apprising applicants of the ways in which they may benefit from it.

SECTION III

RESPONSIBILITY

Insuring the success of our equal employment opportunity and affirmative action objectives requires the active and positive involvement of all members of management as well as Corporate staff support. It is the intent of Boykin Berkeley, Inc. to have its Marriott Inn Berkeley conform to the objectives and policies set forth in this affirmative action plan. While ultimate and overall responsibility for corporate compliance with fair employment laws is assigned to the Corporate Director of Personnel, direct responsibility for the administration of the affirmative action plan for the Marriott Inn Berkeley is assigned to the General Manager.

The authority, duties, and responsibilities of both Corporate and the Marriott Inn Berkeley management are set forth below.

CORPORATE STAFF RESPONSIBILITIES

The Corporate Director of Personnel is responsible for:

- (1) Developing corporate EEO policy statements, affirmative action plans, and both internal and external lines of communication.
- (2) Insuring that company policy is communicated to all levels of management and that their subsequent personnel actions are consistent with the Corporate affirmative action program.
- (3) Assisting in the identification of problem areas.
- (4) Assisting line management in arriving at solutions to problems.
- (5) Working with the divisional coordinators to develop site-specific affirmative action programs.
- (6) Designing, implementing, and maintaining audit and reporting systems that will (a) measure the effectiveness of the program, (b) indicate the need for remedial action, (c) determine the degree to which the goals and objectives have been attained.

- (7) Serving as a liason between Boykin Berkeley, Inc. and enforcement agencies, minority organizations, and community action groups who are concerned with employment.
- (8) Keeping management informed of the latest development in the entire equal opportunity area.
- (9) Coordinating the handling of discrimination complaints filed against the Company.

LOCAL RESPONSIBILITIES

The General Manager and Director of Personnel are responsible for:

- (1) Insuring that company policy is communicated to all levels of management and that their subsequent personnel actions are consistent with the hotel's affirmative action program.
- (2) Perform necessary analysis for the identification of problem areas and the establishment of goals and objectives.
- (3) Active involvement with local minority organizations, women's organizations, community action groups, and community service programs, and any other groups or programs whose main concern is the improvement of employment opportunities for minorities, women, the handicapped, or other protected groups.
- (4) Periodic auditing of training programs, hiring and promotion patterns to remove impediments to the attainment of goals and objectives.
- (5) Conduct regular discussions with the managers, supervisors, and employees to be certain that the hotel's policies are being followed.
- (6) Reviewing the qualifications of all employees to ensure minorities, women, the handicapped, and other protected class members are given full opportunities for transfer and promotion.
- (7) Career counselling for all employees.

- (8) Periodic auditing to ensure that (a) posters are properly displayed, (b) all areas of the facility are in fact desegregated both in policy and use, (c) minorities, females, the handicapped, and other protected groups members are afforded a full opportunity and encouraged to participate in company-sponsored educational, training, recreational, and social activities.
- (9) Collecting and maintaining the proper records as required by law and the Corporate Director of Personnel which are needed (a) to demonstrate the good faith efforts towards accomplishing the affirmative action objectives and (b) record our actual progress toward these goals.
- (10) Informing and periodically reminding all supervisors that their work performance evaluations are based on many criteria including their equal employment opportunity efforts and results.
- (11) Notifying management that it is to take appropriate action to promote the full utilization of employees' skills and abilities.
- (12) Contact in writing and verbally, female, minority, handicap, and other organizations so that they may be a resource in referring qualified applicants.
- (13) Assisting line management in developing solutions in human relations or equal opportunity/affirmative action problems.

SECTION IV

INTRODUCTORY NARRATIVE

The Berkeley Marina Marriott Inn is located directly off Route 80 on the San Francisco Bay. The Inn is approximately 15 miles from downtown San Francisco and five miles north of Oakland. There is easy access to the Inn by way of Highway 17, Highway 580 and Highway 101.

The 241 room, three story Inn offers complete meeting, banquet, and restaurant facilities. Recreational facilities, including golf, tennis, fishing and boating are located nearby.

The Inn is presently staffed with 26 managers and approximately 234 non-management employees, primarily classified in food service, housekeeping, guest service, clerical and maintenance occupations. Anticipated expansion in 1983 will bring the total of managers and non-management employees to 30 and 271 respectively.

The bulk of the non-management employees are drawn from the San Francisco/Oakland Standard Metropolitan Statistical Area. Approximately 50% of the Inn's managers are recruited from the local labor market with the remainder recruited nationally or promoted from within the facility.

DEPT

$$A + G$$

WORKFORCE ANALYSIS

DATE _____

DEC 82

LINE OF PROGRESSION

[illegible]

DEPT

HOUSEKEEPING

WORKFORCE ANALYSIS

DATE _____

DEC 1982

LINE OF PROGRESSION

[illegible]

WORKFORCE ANALYSIS

DATE DEC 82

LINE OF PROGRESSION

[illegible]

WORKFORCE ANALYSIS

DEPT

LOUNGE

DATE _____

DEC 82

LINE OF PROGRESSION

[illegible]

WORKFORCE ANALYSIS

DATE. DEC 82

LINE OF PROGRESSION

[illegible]

DEPT Accounting

WORKFORCE ANALYSIS

DATE DEC 82

LINE OF PROGRESSION

[illegible]

DEPT

GIFT SHOP

WORKFORCE ANALYSIS

DATE _____

DEC 1982

LINE OF PROGRESSION

[illegible]

DEPT FRONT OFFICE

WORKFORCE ANALYSIS

DATE _____

DEC 1982

LINE OF PROGRESSION

[illegible]

JOB GROUP  SERVICES MGMT

DATE DEC 82 FORM # 1

[illegible]

DATE _____

JOB TITLE	GRADE OR SALARY CODE	EEO-1 CATEG.	TOTAL NO. EMPLOYEES	MALE MINORITY				TOTAL FEMALE	FEMALE MINORITY				TOTAL MINORITIES
				BLACK	ASIAN	AM IND	HISPANIC		BLACK	ASIAN	AM IND	HISPANIC	
EXEC CHEF	O	1	1										
DIR CATERING	N	1	1					1					
SOUS CHEF	K	1	2				1						1
LOUNGE MGR	J	1	1					1					
REST MGR	I	1	1				1						1
CATERING SALES	F	1	1					1					
PURCHASING AG	E	1	1										
ASS'T BQT	E	1	1				1						1
BST MGR	E	1	1		1								1
RECH AGENT	E	1	1										
ASS'T REST	B	1	2					2					
			13	0	1	0	3	5	0	0	0	0	4
			12	0	1	0	3	5	0	0	0	0	4

JOB GROUP FOOD PROD SPR

FORM #

DATE DEC 82

JOB GROUP ANALYSIS

[illegible]



DET 82

JOB GROUP ANALYSIS

[illegible]

PROPERTY MARRIOTT INN BERKELY
JOB GROUP CL INING, ROOMS & RELATED WORKERS

DATE DEC 82 FORM # 1

JOB GROUP ANALYSIS

[illegible]

JOB GROUP

FOOD PROD WORKERS

FORM #2

DATE DEC 82

JOB GROUP ANALYSIS

[illegible]

JOB GROUP

U/FOOD SERVICE WORKERS

FORM #

DATE _____

DET 82

JOB GROUP ANALYSIS

[illegible]

JOB GROUP

SECRETARY

FORM # 2V

DATE DEC 02

JOB GROUP ANALYSIS

[illegible]

JOB GROUP ANALYSIS

[illegible]

JOB GROUP ANALYSIS

[illegible]

FORM #3

DECEMBER 1982

Data

Property Name

[illegible]

UTILIZATION ANALYSIS

PROPERTY MARRIOTT INN BERKELEYDATE DEC 82

JOB GROUP	TOTAL EMPL.	CURRENT EMPLOYMENT NUMBER AND (PERCENTAGE)						ANNUAL NUMBER OF PROJECTED OPPORTUNITIES*
		BLACK	ASIAN	AM. INDIAN	HISP.	TOTAL MIN.	FEMALE	
ADMINISTRATIVE GUEST SERVICES MGMT	14	4 (28.6)	1 (7.1)	0 (0)	0 (0)	5 (35.7)	9 (64.3)	
FOOD/BEV MGMT	12	0 (0)	1 (7.7)	0 (0)	3 (23.1)	4 (30.8)	5 (38.5)	
CLEANING, R+R - SUPERVISION	10	6 (60.0)	1 (10.0)	0 (0)	0 (0)	7 (70.0)	7 (70.0)	
CLEANING - R+R WORKERS GUEST ATTEND	38	28 (73.5)	2 (5.3)	0 (0)	6 (15.8)	36 (94.6)	29 (76.3)	
BEV/FOOD PROD WORKERS	37	6 (16.2)	21 (56.8)	0 (0)	5 (13.5)	32 (86.5)	5 (13.5)	
BEV/FOOD SERVICE WORKERS	81	16 (19.8)	18 (22.2)	0 (0)	15 (18.5)	49 (60.5)	34 (41.9)	
CLERICAL	33 26	4 (15.4)	4 (15.4)	0 (0)	3 (11.5)	11 (42.3)	25 25 (57.7)	
CRAFT/ MAINTENANCE SECRETARY	16	4 (25.0)	1 (6.2)	0 (0)	1 (6.2)	6 (37.4)	7 (43.7)	

A

B

C

D

* THIS NUMBER REPRESENTS ANTICIPATED EXPANSION, CONTRACTION, AND

MARRIOTT INN BERKELEY

ANTICIPATED NEW STAFFING WITH EXPANSION

<u>TOTAL NUMBER OF EMPLOYEES</u>	<u>CATEGORY/JOB TITLE</u>
1	ADMINISTRATIVE/GUEST SERVICES MGMT (#1 and #2) 1 Sales Manager
3	FOOD AND BEVERAGE MANAGEMENT (#3) 1 Assistant Banquet Manager 1 Catering Sales Manager 1 Sous Chef
3	CLEANING, ROOMS AND RELATED, SUPERVISION (#4) 3 Senior Housekeepers
27	CLEANING, ROOMS AND RELATED, WORKERS AND GUEST ATTENDANTS (#8 and #9) 16 Housekeepers 5 Housekeeping Aides 3 Laundry Attendants 3 Guest Service Aides
7	BEVERAGE AND FOOD PRODUCTION WORKERS (#10) 2 Line Cooks 2 Prep Cooks 1 Pantry 2 Utility
12	BEVERAGE AND FOOD SERVICE WORKERS (#11) 3 Banquet Aides 3 Banquet Servers 2 Food Servers 1 Bus Attendant 3 Room Service
12	CLERICAL/SECRETARIAL (#3 and #14) 5 Room Clerks 2 PBX Operators 1 Reservations Clerk 1 Sales Secretary 1 A & G Secretary 1 Receptionist 1 Personnel Assistant
2	CRAFT/MAINTENANCE (#12) 1 Maintenance B 1 Maintenance C
67	TOTAL ANTICIPATED

AVAILABILITY FACTOR COMPUTATION FORM

 JOB GROUP Administrative/Guest Service Management

	Raw Statistics				Value Weight	Weighted Factor				Source of Statistics	Reason for Weighting Factor
	Black	Hispanic	Other	Female		Black	Hispanic	Other	Female		
1A. Percentage of minorities in population of labor area surrounding facility	11.9	10.8	10.6			.1	.1	.1		1980 Census NPDC San Francisco/Oakland SMSA	
1B. Percentage of women among those seeking employment in labor or recruitment area				51.1	.01				.5	" General Population	
2. Percentage of minorities and women among unemployed in labor area surrounding facility	21.1	14.3	15.3	42.4	.01	.2	.1	.2	.4	" Unemployed	Requisite skills required
3. Percentage of minorities and women in total workforce in immediate labor area	9.9	9.9	10.6	44.3	.08	.8	.8	.9	3.5	" Labor Force	
4. Percentage of minorities and women among those having requisite skills in immediate labor area	5.7	5.2	8.7	36.0	.40	2.2	2.0	3.4	14.4	" Officials/Mgrs.	Approximately 50% of mgt. hires from local market
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area	4.5	3.0	2.1	28.2	.40	1.8	1.2	.8	11.2	1980 Census NPDC US Total - Officials Managers	Traditional Sources
6. Percentage of minorities and women among those promotable or transferable within facility	27.3	13.6	9.1	54.6	.05	1.3	.6	.4	2.7	See Feeder on Reverse	Internal promotion policy
7. Percentage of minorities and women at institutions providing training in requisite skills					NA						
8. Percentage of minorities and women among those at facility whom contractor can train in requisite skills	27.3	13.6	9.1	54.6	.05	1.3	.6	.4	2.7	#6	See above
					100%						
FINAL AVAILABILITY (Percentage)						7.6	5.4	6.2	35.4		

 Berkeley Marriott Inn
 December 28, 1982

Feeder Groups

	T	B	H	A	F
F&B Managers	12	0	3	1	5
Cleaning R&R Supervisors	10	6	0	1	7
	22	6	3	2	12
	(27.3%) (13.6%) (9.1%) (54.6%)				

AVAILABILITY FACTOR COMPUTATION FORM

JOB GROUP Food & Beverage Management

	Raw Statistics				Value Weight	Weighted Factor				Source of Statistics	Reason for Weighting Factor
	Black	Hispanic	Other	Female		Black	Hispanic	Other	Female		
1A. Percentage of minorities in population of labor area surrounding facility	11.9	10.8	10.6			.1	.1	.1		1980 Census NPDC San Francisco/Oakland SMSA	
1B. Percentage of women among those seeking employment in labor or recruitment area				5.1	.01				.5	" General Population	
2. Percentage of minorities and women among unemployed in labor area surrounding facility	21.1	14.3	15.3	42.4	.01	.2	.1	.2	.4	" Unemployed	Requisite Skills required
3. Percentage of minorities and women in total workforce in immediate labor area	9.9	9.9	10.6	44.3	.08	.8	.8	.9	3.5	" Labor Force	
4. Percentage of minorities and women among those having requisite skills in immediate labor area	5.0	4.8	6.7	31.0	.40	2.0	1.9	2.6	12.4	" Mgrs./Admin. NEC	Approx. 50% of Mgt. hires from local market
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area	4.0	3.2	1.9	26.9	.40	1.6	1.2	.7	10.7	1980 Census NPDC US Total Mgrs/Admin. NEC	Traditional Sources
6. Percentage of minorities and women among those promotable or transferable within facility	18.6	17.0	33.1	33.1	.05	.9	.8	1.6	1.6	See Feeder on Reverse	Internal promotion policy
7. Percentage of minorities and women at institutions providing training in requisite skills					NA						
8. Percentage of minorities and women among those at facility whom contractor can train in requisite skills	18.6	17.0	33.1	33.1	.05	.9	.8	1.6	1.6	#6	
					100%						
FINAL AVAILABILITY (Percentage)						6.5	5.7	7.7	30.7	Berkeley Marriott Inn December 28, 1982	

FEEDER GROUPS

	T	B	H	A	F
F&B Prod. Wkrs.	37	6	5	21	5
F&B Service Wkrs.	81	16	15	18	34
	118	22	20	39	39
	(18.6%)	(17.0%)	(33.1%)	(33.1%)	

AVAILABILITY FACTOR COMPUTATION FORM

JOB GROUP Cleaning R&R Supervisors

	Raw Statistics				Value Weight	Weighted Factor				Source of Statistics	Reason for Weighting Factor
	Black	Hispanic	Other	Female		Black	Hispanic	Other	Female		
1A. Percentage of minorities in population of labor area surrounding facility	11.9	10.8	10.6			.1	.1	.1		1980 Census NPDC San Francisco/Oakland SMSA	
1B. Percentage of women among those seeking employment in labor or recruitment area				51.1	.01				.5	General Population	
2. Percentage of minorities and women among unemployed in labor area surrounding facility	21.1	14.3	15.3	42.4	.01	.2	.1	.1	.4	Unemployed	Requisite skills required
3. Percentage of minorities and women in total work-force in immediate labor area	9.9	9.9	10.6	44.3	.04	.4	.4	.4	1.8	Labor Force	
4. Percentage of minorities and women among those having requisite skills in immediate labor area	20.1	17.6	13.4	23.8	.17	3.4	3.0	2.3	4.1	Cleaning/Personal Service	All employees in this group hired from local market or internal promotions
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area	20.1	17.6	13.4	23.8	.17	3.4	3.0	2.3	4.1		
6. Percentage of minorities and women among those promotable or transferable within facility	29.3	15.2	23.2	45.5	.30	8.8	4.6	7.0	13.7	See feeder on reverse	
7. Percentage of minorities and women at institutions providing training in requisite skills					NA						
8. Percentage of minorities and women among those at facility whom contractor can train in requisite skills	29.3	15.2	23.2	45.5	.30	8.8	4.6	7.0	13.7	#6	
					100%						
FINAL AVAILABILITY (Percentage)						25.1	15.8	19.2	38.3		

Berkeley Marriott Inn
December 28, 1982

Feeder Group

	T	B	H	A	F
Cleaning R&R					
Workers & Guest Attendant	38	28	6	2	29
F&B Prod. Wkrs.	37	6	5	21	5
F&B Service Wkrs.	81	16	15	18	34
Secretarial/ Clerical	33	4	3	4	22
Craft& Maintenance	9	4	1	1	0
	198	58	30	46	90
		(29.3%)	(15.2%)	(23.2%)	(45.5%)

AVAILABILITY FACTOR COMPUTATION FORM

 AAP FORM 3D
 Pepper, Hamilton & Schetz

 JOB GROUP Cleaning R&R Workers and Guest Attendants

	Raw Statistics				Value Weight	Weighted Factor				Source of Statistics	Reason for Weighing Factor
	Black	Hispanic	Other	Female		Black	Hispanic	Other	Female		
1A. Percentage of minorities in population of labor area surrounding facility	11.9	10.8	10.6			1.1	1.0	1.0		1980 Census NPDC San Francisco/Oakland SMSA	No Requisite Skills Required
1B. Percentage of women among those seeking employment in labor or recruitment area				51.1	.10				5.1	General Population	
2. Percentage of minorities and women among unemployed in labor area surrounding facility	21.1	14.3	15.3	42.4	.10	2.1	1.4	1.5	4.2	Unemployed	
3. Percentage of minorities and women in total workforce in immediate labor area	9.9	9.9	10.6	44.3	.20	1.9	1.9	2.1	8.8	Labor Force	
4. Percentage of minorities and women among those having requisite skills in immediate labor area	20.1	17.6	13.4	23.8	.25	5.0	4.4	3.4	6.0	Cleaning/Personal Services	
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area	20.1	17.6	13.4	23.8	.25	5.0	4.4	3.4	6.0	"	
6. Percentage of minorities and women among those promotable or transferable within facility	18.3	15.0	27.5	38.1	.05	.9	.8	1.4	1.9	See feeder on rev.	Outside hires more prevalent
7. Percentage of minorities and women at institutions providing training in requisite skills					NA						than internal transfers.
8. Percentage of minorities and women among those at facility whom contractor can train in requisite skills	18.3	15.0	27.5	38.1	.05	.9	.8	1.4	1.9	#6	
					100%						
FINAL AVAILABILITY (Percentage)						16.9	14.7	14.2	33.9		

 Berkeley Marriott Inn
 December 28, 1982

Feeder Groups

	T	B	H	A	F
F&B Prod. Wkrs.	37	6	5	21	5
F&B Service Wkrs.	81	16	15	18	34
Secretarial/Clerical	33	4	3	4	22
Craft & Maintenance	9	4	1	1	0
	160	30	24	44	61
	(18.8%)	(15%)	(27.5%)	(38.1%)	

AVAILABILITY FACTOR COMPUTATION FORM

JOB GROUP Food & Beverage Production Workers

	Raw Statistics				Value Weight	Weighted Factor				Source of Statistics	Reason for Weighting Factor
	Black	Hispanic	Other	Female		Black	Hispanic	Other	Female		
1A. Percentage of minorities in population of labor area surrounding facility	11.9	10.8	10.6			1.1	1.0	1.0		1980 Census NPDC San Francisco/Oakland SMSA	
1B. Percentage of women among those seeking employment in labor or recruitment area				51.1	.10				5.1	General Population	
2. Percentage of minorities and women among unemployed in labor area surrounding facility	21.1	14.3	15.3	42.4	.10	2.1	1.4	1.5	4.2	Unemployed	No requisite skills required
3. Percentage of minorities and women in total workforce in immediate labor area	9.9	9.9	10.6	44.3	.20	1.9	1.9	2.1	8.8	Labor Force	
4. Percentage of minorities and women among those having requisite skills in immediate labor area	9.1	14.3	18.8	46.5	.25	2.3	3.6	4.7	11.6	Food Prep & Service	
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area	9.1	14.3	18.8	46.5	.25	2.3	3.6	4.7	11.6		
6. Percentage of minorities and women among those promotable or transferable within facility	19.5	15.5	18.7	45.5	.05	1.0	.8	.9	2.3	See feeder on reverse	Internal transfers less prevalent than outside hires
7. Percentage of minorities and women at institutions providing training in requisite skills					NA						
8. Percentage of minorities and women among those at facility whom contractor can train in requisite skills	19.5	15.5	18.7	45.5	.05	1.0	.8	.9	2.3	#6	
					100%						
FINAL AVAILABILITY (Percentage)						11.7	13.1	15.8	45.9		

Berkeley Marriott Inn
December 28, 1982

Feeder Groups

	T	B	H	A	F
F&B Service Wkrs.	81	16	15	18	34
Secretarial/Clerical	33	4	3	4	22
Craft & Maintenance	9	4	1	1	0
	123	24	19	23	56
		(19.5%)	(15.5%)	(18.7%)	(45.5%)

AVAILABILITY FACTOR COMPUTATION FORM

AAP FORM 3D
Pepper, Hamilton & Scheetz

JOB GROUP Food & Beverage Service Workers

	Raw Statistics				Value Weight	Weighted Factor				Source of Statistics	Reason for Weighting Factor
	Black	Hispanic	Other	Female		Black	Hispanic	Other	Female		
1A. Percentage of minorities in population of labor area surrounding facility	11.9	10.8	10.6			1.1	1.0	1.0		1980 Census NPDC San Francisco /Oakland SMSA	No Requisite skills required
1B. Percentage of women among those seeking employment in labor or recruitment area				51.1	.10				5.1	" General Population	
2. Percentage of minorities and women among unemployed in labor area surrounding facility	21.1	14.3	15.3	42.4	.10	2.1	1.4	1.4	4.2	" Unemployed	
3. Percentage of minorities and women in total work-force in immediate labor area	9.9	9.9	10.6	44.3	.20	1.9	1.9	2.1	8.8	" Labor Force	
4. Percentage of minorities and women among those having requisite skills in immediate labor area	9.1	14.3	18.8	46.5	.25	2.3	3.6	4.7	11.6	" Food Prep & Service	
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area	9.1	14.3	18.8	46.5	.25	2.3	3.6	4.7	11.6		
6. Percentage of minorities and women among those promotable or transferable within facility	35.9	12.8	23.9	47.9	.05	1.8	.6	1.2	2.4	See feeder on reverse	Internal transfers & promotions
7. Percentage of minorities and women at institutions providing training in requisite skills					NA						
8. Percentage of minorities and women among those at facility whom contractor can train in requisite skills	35.9	12.8	23.9	47.9	.05	1.8	.6	1.2	2.4	#6	
					100%						
FINAL AVAILABILITY (Percentage)						13.3	12.7	16.4	46.1	Berkeley Marriott Inn December 28, 1982	

Feeder Groups

	T	B	H	A	F
F&B Prod. Wkrs.	37	6	5	21	5
Secretarial/Clerical	33	4	3	4	22
Craft & Maintenance	9	4	1	1	0
Cleaning R&R Workers & Guest Attendants	38	28	6	2	29
	117	42	15	28	56
	(35.9%)	(12.8%)	(23.9%)	(47.9%)	

AVAILABILITY FACTOR COMPUTATION FORM

 JOB GROUP Secretarial/Clerical

	Raw Statistics				Value Weight	Weighted Factor				Source of Statistics	Reason for Weighting Factor
	Black	Hispanic	Other	Female		Black	Hispanic	Other	Female		
1A. Percentage of minorities in population of labor area surrounding facility	11.9	10.8	10.6	74.4		.6	.5	.5	7.4	1980 Census NPDC San Francisco/Oakland SMSA	
1B. Percentage of women among those seeking employment in labor or recruitment area				51.1	.05				2.6	" General Population	
2. Percentage of minorities and women among unemployed in labor area surrounding facility	21.1	14.3	15.3	42.4	.05	1.1	.7	.8	2.1	Unemployed	Requisite skills required
3. Percentage of minorities and women in total work-force in immediate labor area	9.9	9.9	10.6	44.3	.10	1.0	1.0	1.1	4.4	Labor Force	
4. Percentage of minorities and women among those having requisite skills in immediate labor area	10.6	9.4	11.9	81.2	.40	4.2	3.8	4.8	32.4	Secretarial/Clerical	Bulk of workers are external hires w/ requisite skills
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area	10.6	9.4	11.9	81.2	.40	4.2	3.8	4.8	32.4		
6. Percentage of minorities and women among those promotable or transferable within facility											
7. Percentage of minorities and women at institutions providing training in requisite skills											
8. Percentage of minorities and women among those at facility whom contractor can train in requisite skills											
					100%						
FINAL AVAILABILITY (Percentage)						11.1	9.8	12.0	73.9		

 Berkeley Marriott Inn
 December 28, 1982

AVAILABILITY FACTOR COMPUTATION FORM

 JOB GROUP Craft & Maintenance

	Raw Statistics				Value Weight	Weighted Factor				Source of Statistics	Reason for Weighting Factor
	Black	Hispanic	Other	Female		Black	Hispanic	Other	Female		
1A. Percentage of minorities in population of labor area surrounding facility	11.9	10.8	10.6			.2	.2	.2		1980 Census NPDC San Francisco/Oakland SMSA	Requisite skills required .
1B. Percentage of women among those seeking employment in labor or recruitment area				51.1	.02				1.0	" General Population	
2. Percentage of minorities and women among unemployed in labor area surrounding facility	21.1	14.3	15.3	42.4	.02	.4	.2	.3	.8	" Unemployed	
3. Percentage of minorities and women in total work-force in immediate labor area	9.9	9.9	10.6	44.3	.06	.5	.5	.6	2.6	" Labor Force	
4. Percentage of minorities and women among those having requisite skills in immediate labor area	7.8	11.8	8.1	9.7	.40	3.1	4.7	3.2	3.8	" Craft Workers	Bulk of Workers
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area	7.8	11.8	8.1	9.7	.40	3.1	4.7	3.2	3.8		
6. Percentage of minorities and women among those promotable or transferable within facility	32.1	16.7	26.3	43.6	.05	1.6	.8	1.3	2.1	See Feeder	Some internal transfers but outside hires prevalent
7. Percentage of minorities and women at institutions providing training in requisite skills					NA						
8. Percentage of minorities and women among those at facility whom contractor can train in requisite skills	32.1	16.7	26.3	43.6	.05	1.6	.8	1.3	2.1	See #6	
					100%						
FINAL AVAILABILITY (Percentage)						10.5	11.9	10.1	16.2		

 Berkeley Marriott Inn
 December 28, 1982

Feeder Groups

	T	B	H	A	F
F&B Production Wkrs.	37	6	5	21	5
F&B Service Wkrs.	81	16	15	18	34
Cleaning	38	28	6	2	29
	156	50	26	41	68
		(32.1%)	(16.7%)	(26.3%)	(43.6%)

UTILIZATION ANALYSIS/GOALS AND TIMETABLES

Property Name Marriott Inn Berkeley

Date December 28, 1982

Date December 28, 1982																								
Job Group	Total Empl.	Current Employment Number and (Percentage)					Projected Opportunities **	Availability Percentage				Underutilized? (If yes, percentage underutilized)				19 Annual Goal Numerical and (Placement Rate)				Ultimate Goal Percentage				
		Black	Hisp	Asian	Total Min	Female		Black	Hisp	Asian	Other	Female	Blk	Hisp	Asian	Other	Fem	Black	Hisp	Asian	Other	Fem		
Administrative Guest Services Management	14	4 (28.6)	0 (0)	1 (7.1)	5 (35.7)	9 (64.3)	4	7.6	5.4	6.2	35.4	no	yes	no	no	5.4	-	1 (25.0%)	-	-	7.6	5.4	6.2	35.4
Food and Beverage Management	12	0 (0)	3 (25.0)	1 (8.3)	4 (33.3)	5 (41.7)	6	6.5	5.7	7.7	30.7	yes	no	no	no	6.5	1 (16.6%)	-	-	-	6.5	5.7	7.7	30.7
Cleaning, R&R Supervisors	10	6 (60.0)	0 (0)	1 (10.0)	7 (70.0)	7 (70.0)	4	25.1	15.8	19.2	38.3	no	yes	yes	no	15.8 9.2	-	2 (50.0%)	2 (50.0%)	-	25.1	15.8	19.2	38.3
Cleaning R&R Workers & Guest Attendants	38	28 (73.7)	6 (15.8)	2 (5.3)	36 (94.7)	29 (76.3)	49	16.9	14.7	14.2	33.9	no	no	yes	no	8.9	-	-	9 (18.4%)	-	16.9	14.7	14.2	33.9
Food & Beverage Production Wkrs	37	6 (16.2)	5 (13.5)	21 (56.8)	32 (86.5)	5 (13.5)	19	11.7	13.1	15.8	45.9	no	no	no	yes	32.4	-	-	-	10 (52.6%)	11.7	13.1	15.8	45.9
Food & Beverage Service Wkrs.	81	16 (19.8)	15 (18.5)	18 (22.2)	49 (60.5)	34 (42.0)	62	13.3	12.7	16.4	46.1	no	no	no	yes	4.1	-	-	-	9 (14.5%)	13.3	12.7	16.4	46.1
Secretarial & Clerical	33	4 (12.1)	3 (9.1)	4 (12.1)	11 (33.3)	22 (66.7)	36	11.1	9.8	12.0	73.9	no	yes	no	yes	.7 7.2	-	*	-	11 (30.6%)	11.1	9.8	12.0	73.9
Maintenance	9	4 (44.4)	1 (11.1)	1 (11.1)	6 (66.7)	0 (0)	4	10.5	11.9	10.1	16.2	no	no	no	yes	16.2	-	-	-	1 (14.2%)	10.5	11.9	10.1	16.2
TOTAL	234	68 (29.1)	33 (14.1)	49 (20.9)	150 (64.1)	111 (47.4)	184																	
* Numerically insignificant.																								
** This column is blank.																								

- * Numerically insignificant.
- ** This number represents anticipated turnover but will not exceed the total number of persons in the job group.
- Placement rate = availability x total employees minus current + opportunities (except where group is less than ten then determined by EEO representative).
- Indicates goal has not been set since workforce meets or exceeds availability.

December 28, 1982

THE UTILIZATION ANALYSIS/GOALS AND TIMETABLES CHART REFLECTS "PROJECTED OPPORTUNITIES" BASED ON ANTICIPATED TURNOVER AND ADDITIONAL POSITIONS AVAILABLE BECAUSE OF THE EXPANSION.

SECTION IV

UTILIZATION NARRATIVE

An analysis of the Berkeley Marriott Inn work force reveals a good representation of minorities and females in almost all job groups, with a total minority representation of more than 33% in each of the eight (8) groups. With the anticipated expansion of the facility for 1983 and the added employees necessary to accommodate said expansion, the major task will be to maintain current utilization percentages. Job categories requiring additional staffing because of the anticipated expansion will be targeted to ensure favorable minority and female representation based on current SMSA availability factors.

The Utilization Analysis/Goals and Timetables Chart reflects "projected opportunities" based on anticipated turnover and additional positions available because of the expansion. The goals, therefore, become the optimum minority and female hiring targets with an anticipated expanded work force.

In the Administrative/Guest Services Management Group, the minority and female representation exceeds the labor market availability. The addition of one Hispanic to this job group would be optimum.

Currently there are no black Food and Beverage Managers. In order to meet availability, one black should be added when an opportunity occurs. Other minorities are well represented and female participation far exceeds labor market availability.

Black and female representation in the Cleaning, Rooms and Related Supervisors far exceeds labor market availability. Based on additional staffing needs, it would be ideal to target Hispanic and Asian minorities for this job category.

In the Cleaning, Rooms and Related/Guest Workers Group, the current work force analysis reveals all minorities are well represented and female participation far exceeds labor market availability. As this job category would be most impacted with the expansion, the two main target areas would be Asian and Hispanic to correspond closely to labor market availability.

Minorities are well represented in the Food and Beverage Production Group and current utilization percentages should be maintained. Female representation in this group should be improved and would become the prime target area for additional staff needs due to the expansion. Likewise in the Food and Beverage Service Workers Group, an added emphasis in expansion hiring would be female. Again, the current work force minority representation exceeds labor market availability and additional staffing will not negatively impact this job group.

The Secretarial/Clerical group's minority and female utilization corresponds closely to labor market availability. The expansion would provide additional job opportunities in this category. The labor market availability and the traditionally high female representation in this job category should provide ample opportunity to maintain very favorable minority and female utilization percentages.

Minorities in the Craft/Maintenance group meet or exceed labor market availability. Based on additional staffing needs because of the expansion, a reasonable recruitment effort would be made to add one female to this group.

SECTION V

INTERNAL AUDIT AND REPORTING SYSTEMS

The following records will be kept for the purpose of monitoring referrals and placements, transfer, promotions, and terminations, at all levels to insure that our non-discrimination policy is being followed.

(A) Applicant Flow Summary Reports

This report, showing the numbers of applicants and new hires by race, sex, and referral source, will be compiled on a weekly basis and reviewed by the Personnel Director.

(B) Transfer-Separations-Promotions

Records of promotions, transfers, or separations will be logged on the appropriate Personnel forms. The General Manager, on a periodic basis, will review these forms in order to determine if there is a discriminatory pattern or trend in the treatment of persons by race, sex, or ethnic group.

(C) A Wage Analysis of all current permanent employees will be reviewed quarterly by the General Manager, to determine fair and equitable administration of the wage and salary programs.

(D) The General Manager will confer with the appropriate management and supervisors for the purpose of developing remedial actions should these records show any evidence of disparate treatment against any protected group. Furthermore, he/she will review report results on a continuing basis with the appropriate levels of management.

(E) The General Manager will consult with Corporate Headquarters Personnel Department, regarding recommendations, changes, and problem areas relating to equal opportunity/affirmative action.

SECTION VI

DEVELOPMENT & EXECUTION OF PROGRAMS

The Marriott Inn Berkeley insists that its recruitment, hiring and promotion practices be free from bias with regard to race, color, age, religion, sex, national origin, handicap or veteran status. In order to ensure the effective implementation and maintenance of this longstanding policy of nondiscrimination, the General Manager is responsible for:

- (A) Analyzing position descriptions to ensure that they accurately reflect position functions, and are consistent for the same position in comparable locations.
- (B) Validating the use of job performance criteria, and evaluating as to academic, experience and skill requirements, in order that the requirements do not constitute inadvertent discrimination.
- (C) Making position descriptions available to members of management involved in the recruiting, screening, selection and promotion process. When needed, copies are to be distributed to all recruiting sources.
- (D) Evaluating and periodically reviewing the Marriott Inn Berkeley's total selection process to ensure freedom from bias.
 - (1) All personnel involved with recruiting, screening, selection, promotion, discipline, and related processes, are to be carefully selected and trained, to ensure elimination of bias in all personnel actions.
 - (2) Each department is to observe the requirements of the EEOC Selection Guidelines and OFCC Order pertaining to the validation of employee tests and other selection procedures, if such procedures are utilized.
 - (3) Each department is to periodically review the results of unscored selection techniques to ensure that these methods do not create unfair discrimination or exclusion of minorities or women.

SECTION VII

SUPPORT OF ACTION PROGRAMS

(A) The following techniques are to be utilized to improve recruitment and increase the flow of minority and female applicants:

- (1) Minority and women's organizations, community action groups, community leaders, as well as secondary schools and colleges, are to be requested to cooperate on a continuing basis in the referral of qualified minority, female applicants, and members of other protected groups.
- (2) Representatives of recruiting sources are to be invited to tour the Marriott Inn Berkeley.
- (3) Minority and female employees are to be requested and encouraged to refer applicants.
- (4) If such activities as Career Days and Youth Motivation Programs are held in the communities where the Marriott Inn Berkeley exists, prospective minority and female employees are to participate.
- (5) Departments are to actively recruit at secondary schools, junior colleges and colleges with predominant minority or female enrollments.
- (6) All Marriott Inn Berkeley management which recruit at schools are to make special efforts to reach minorities, women, and other members of the protected groups.
- (7) The Company will undertake special employment programs whenever possible, including, but not limited to, the following:
 - (i) Where feasible, endeavor to make available "after school" and/or work-study jobs for male and female minority youth.
 - (ii) Where feasible, endeavor to make available summer jobs for male and female underprivileged youth.

- (8) If and when Recruiting brochures are used, they shall include minority and female members.
 - (9) Advertising is to include minority news media and women's interest media when possible.
- (B) Each department is to ensure that minority and female employees are given equal opportunity for promotion. The methods for achieving this result are to include, but not be limited to, the following:
 - (1) Each department is to fully explain and inform employees of the Marriott Inn Berkeley on-the-job training, supervisory and management training programs.
 - (2) Each department is to make certain that all existing worker specifications and those developed in the future, are validated on job performance related criteria.
 - (3) Supervisory personnel will include qualified minority female employees among those individuals being considered for promotion and/or upgrading.
 - (4) Each department is to provide a career counseling program for its employees, which should include attitude development, job rotation, buddy system, and/or similar "Career Progression" programs.
 - (5) Each department is to review seniority practices to ensure that such practices are nondiscriminatory and do not have a discriminatory effect.
- (C) Each department is to make certain that all employee facilities and company-sponsored social and recreational activities are desegregated, and actively encourage all employees to participate.

SECTION VIII

NONDISCRIMINATION POLICY

(A) SEX DISCRIMINATION POLICY

It is recognized that, while our corporate policy forbids discrimination on the basis of sex, and this Affirmative Action Plan addresses the procedures to be taken to move women into and upward through the system, certain areas in the employment process impact more heavily on women than on other groups.

Therefore, it is the policy of the Marriott Inn Berkeley that recruitment and advertising will not express a sex preference except in those limited instances where sex is a bona fide occupational qualification. Furthermore, there will be no distinction based on sex with regard to employment, promotion, or training opportunities, wages, hours, benefits, age of retirement, marital status, or dependent children. State "protective" laws will not be used as a basis for denying women employment.

A woman will not be penalized because she requires time away from work on account of childbearing. Maternity leave is administered the same as a leave of absence for a temporary medical disability. The time to begin and end a maternity leave is determined on an individual employee basis, giving consideration to the employee's physical condition and the duties of her job. The employee's doctor must provide certification of how long the employee may work during the pregnancy and approximately when the employee may return to work after the pregnancy is terminated. Requests for maternity leave beyond three months must be reviewed in the same manner as any other request for long term leave extensions.

It shall be the responsibility of each member of management, under the coordination of the Division Vice President to encourage and include women in all jobs and at every level of management.

(B) RELIGION OR NATIONAL ORIGIN ACCOMMODATION POLICY

Corporate policy regarding religious accommodation is to make every reasonable effort to accommodate the religious needs of employees and prospective employees where such accommodation can be made without undue hardship on the conduct of our business. Concerning problems of religious accommodation, the Marriott Inn Berkeley will consider (1) business necessity, (2) financial expense, (3) resulting personnel problems.

SECTION IX

HANDICAP EMPLOYMENT

The Marriott Inn Berkeley supports and undertakes an active program to recruit, hire, promote, train, and fully utilize the skills and abilities of qualified physically or mentally handicapped persons.

The communication of this policy, internally to managers, supervisors, and employees and externally to subcontractors, vendors, suppliers, community groups, referral and recruiting sources, educational institutions, and applicants for employment will be accomplished as set forth in the section on Policy Dissemination of the Affirmative Action Plan.

The implementation of this policy will follow the guidelines previously set forth in this Affirmative Action Plan. However, the following specific actions must be taken to ensure full equal employment opportunity for handicapped persons.

- (1) Notice of Marriott's obligation to take affirmative action in regard to the handicapped must be posted in conspicuous places available to employees and applicants, including, but not limited to, the main employee cafeteria and the employment office.
- (2) The Marriott Inn Berkeley is non-unionized. However, in any dealings with labor unions, our obligations under the Act will be emphasized.
- (3) Affirmative action for the handicapped is an integral part of Marriott Inn's basic Affirmative Action Plan. Employees and applicants who believe themselves to be covered under this Plan and wish to benefit from it will be invited to identify themselves. This invitation will be made in conjunction with our notice of obligation and will clearly state that self-identification is voluntary and will be kept confidential.
- (4) The Affirmation Action Plan for the handicapped will be available to applicants and employees upon request. It will be kept in the employment office and those wishing to see it may do so at the times to be posted on the notice.
- (5) Each step in the selection process will periodically be reviewed (at least once per year) for its impact on the handicapped.
- (6) All job qualifications will be periodically reviewed (at least once per year) to ensure that they reflect the job as it is presently being performed, and are validly related to the job. Specific attention should be paid to physical and mental qualifications to determine if they are job-related and consistent

with business necessity and safe performance, so that qualified handicapped applicants or employees are not screened out. Medical certification may be required for proof that impairments do not create a barrier to the person's ability to work.

- (7) Reasonable accomodation to the physical or mental limitations of applicants or employees will be made unless it would impose undue hardship on the conduct of business. These accomodations may include minor modifications in equipment or work areas, etc.

SECTION X

VETERANS EMPLOYMENT

The Marriott Inn Berkeley is committed to employing and promoting qualified disabled and Vietnam era veterans. Further, it is our policy to ensure re-employment rights for employees on military leave within 90 days of their discharge from military service. The Corporation will make every effort to re-employ veterans in a similar position with full rights and benefits as when previously employed.

Affirmative action for disabled and Vietnam era veterans is addressed throughout the basic Plan, and in the previous section of Handicap employment.

In conjunction with the above, the following specific actions will be required in order to ensure equal employment opportunities to Vietnam era and disabled veterans:

- (1) All job openings for positions under \$25,000/year and for which we will not be promoting from within, must be listed with the local State Employment Service.
- (2) Personnel processes will be periodically reviewed (at least once per year) to ensure that veteran applicants and employees are given equal consideration for hiring and promotional opportunities.
- (3) Job requirements will be reviewed once per year to ensure that physical and mental qualifications are job-related and consistent with business necessity and safe performance of the job.
- (4) Reasonable accommodations to the physical and/or mental limitations of a disabled applicant or employee will be made in accordance with guidelines.

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